

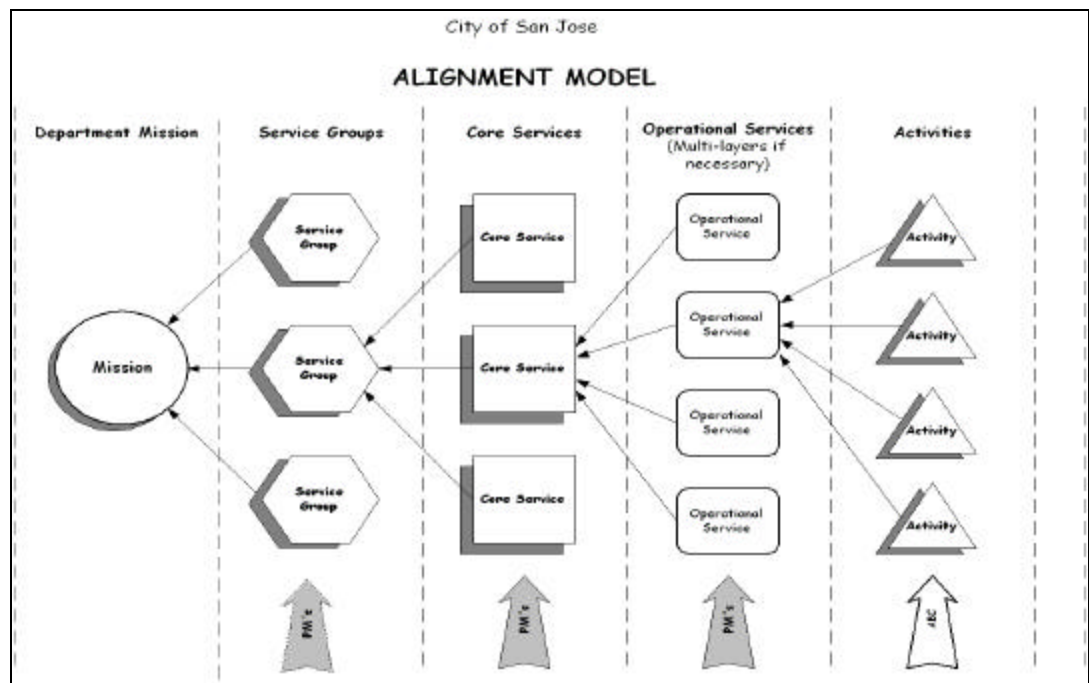
Investing in Results

Determining Core Services

Why do it? The reason we are asking departments to determine and classify services is to clarify and communicate what they deliver to their customers. This information forms the foundation for the balance of the alignment and performance measurement processes. The service delivery, or *functional*, structure (vs. the organizational structure) is what we will align to the mission, and the results of service delivery are what we will measure.



What it Looks Like - Defining “Core Services” is not an exact science! There is no perfect model to emulate. A “core” service represents only one level of a number of services, or groups of services arrayed in the service delivery structure. San Jose’s alignment model allows for services to be categorized as “operational” or “core” depending on certain factors. These factors, when applied to the services you provide will determine which category they fall into.



Brainstorming Methods**Silent Brainstorming:**

Write ideas on post-it notes for 5 minutes and pass to the facilitator. The facilitator reads the ideas out loud before posting them on the board to stimulate other ideas.

Small Group

Brainstorming: Have participants count off to form small groups. Each group comes up with a list of ideas. As groups report out, only new ideas are added to the list. This minimizes duplication and reporting time.

Round Robin

Brainstorming: Start with any person in the group and ask them to say their idea out loud. Facilitator records the idea on a post-it note, puts it on the board and asks the next person to continue. If they don't have an idea they just say "Pass". Go around the room twice to complete the round robin. Ask the group if they have any new ideas that are not captured on the board. Put new ideas on post-it notes and place on the board.

Random Brainstorming:

Any person says their idea out loud. The facilitator writes it on a post-it note and places it on the board. Continue until there are no more new ideas.

How to do it

Inventory your Services – Develop an inventory of the services delivered by your organization. This can be done through various brainstorming methods (see tip box) or by first (e.g. tell us all the services you provide), then begin categorizing, as follows:

Determine if it is really a service or an activity - Frequently activities or tasks are initially suggested as services. Services generally have customers and produce deliverables; activities contribute to delivery of a service, but don't have deliverables of their own. It may help to ask the group to indicate the customer(s) and the deliverable(s) for each service. Don't get bogged down with trying to list all the customers/deliverables; the point is to ensure there is at least one of each.

*NOTE: A "deliverable" is a product, or service result, which a customer receives/buys. For example, if you, as a customer, have a need/want to learn how to kickbox you would expect your trainer to deliver to you the knowledge of how to kickbox.

<u>Service</u>	<u>Customers</u>	<u>Deliverable</u>
Hydrant Maintenance	Fire Dept. / Residents	Operational Hydrant
Drafting Contracts	Dept. Needing Contract	Enforceable Contract

Finding the Service Level – Now that you have determined what services you deliver, begin to classify them by level. Base decisions about whether it's a "core" service or not on the following factors:

- Who needs/uses performance information on the service, and for what purpose? Would you want to regularly report about this to Council to obtain direction or resources? (core service or service group), or is it used internally to plan/manage/perform/evaluate operations? (operational services/activities). Note that we are

focusing on ongoing services, rather than one-time projects, such as Master Plans, or policy analyses. Generally, such projects will relate to some ongoing service, however, and at some point may be reflected in the performance of the service.

- Frequency of decisions/reporting – how often is performance measurement information needed/used to make decisions? How long will it take for changes to show up in the performance measurements so that they provide useful feedback? Rules of thumb: service group level every 12 months and/or more; core service level every 3-12 months; operational level/activities every month, week, or even more often.
- Accountability/Patience test – The appropriate level of performance information should be available to the parties who are accountable for the service and to those who have the authority to make decisions that affect the service. Do users really need/care to know the details? If too little information is provided, it will be difficult to sustain accountability. If too much detail is provided, users may glaze over (or worse yet - micro-manage!)

Service Groups are collections of like Core Services. They are used to consolidate several Core Services into a manageable number of service areas, which can communicate easily to a broad audience.

Service Classifications and their Characteristics

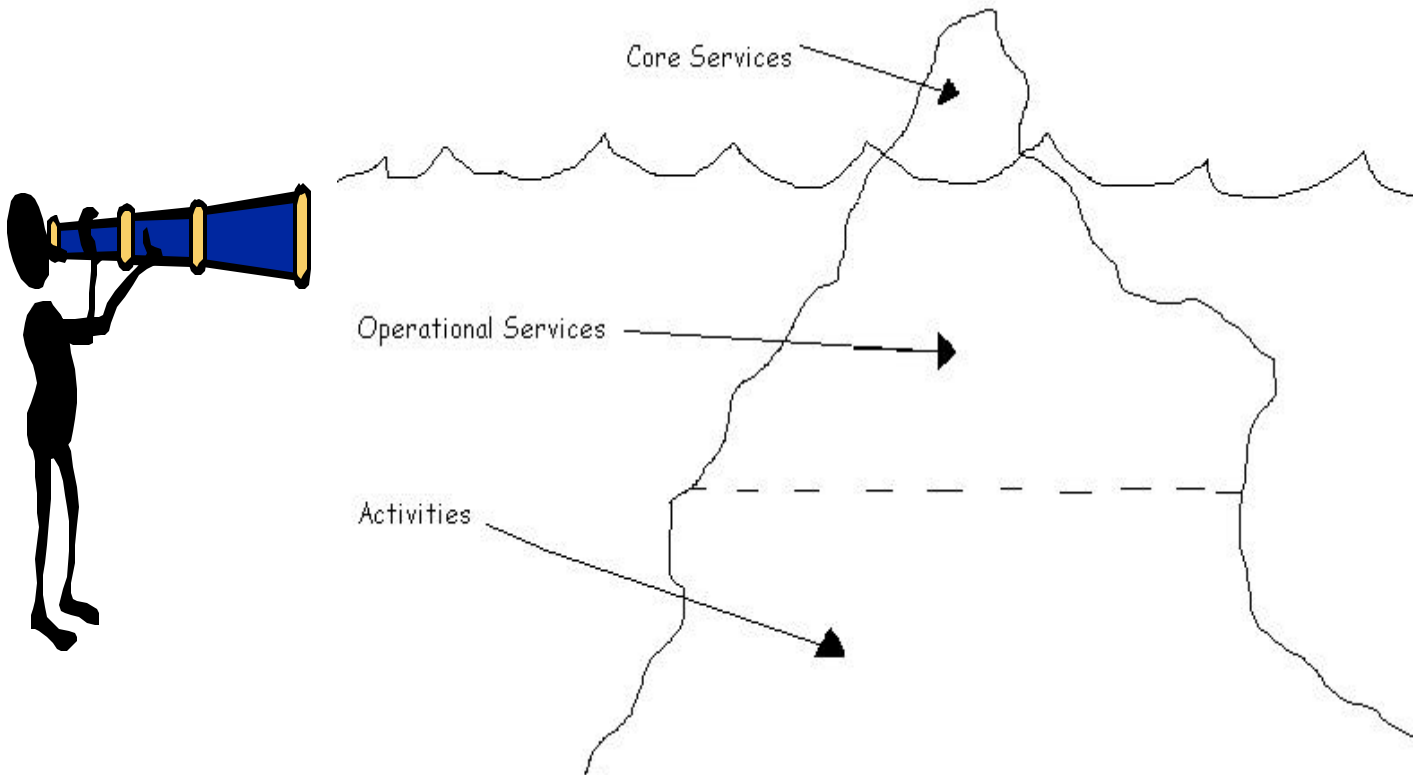
- **Service Groups** are collections of like Core Services and are used to consolidate several Core Services into a manageable number of service areas, which can communicate easily to a broad audience. Examples of Service Groups from Streets and Traffic include Landscape Maintenance, Traffic Engineering and Parking Services. PRNS includes Service Groups such as Parks, Youth Services, Recreation and Community Services, and Neighborhood Services.
- **Core Services** produce deliverables, which are essential to accomplishing an organization's mission. They are the primary lines of "business" conducted by the organization, without which, the ultimate purpose of the organization could not occur. For example, the Airport exists, principally, to provide access to air transportation for people and freight. Tentative Airport core services include Airline Passenger Operations, Air Cargo Operations, Ground

Transportation Operations. Airport staff also maintain the Airport's landscaping, but the purpose of maintaining it is to enhance the facilities which allow access to air transportation.

- **Operational Services** are critical to the delivery of Core Services and provide a further breakdown of Core service components, which may be useful to the department in running its operations. Examples include the breakdown of a maintenance-related Core Service into Operational Services of Preventive Maintenance and Corrective Maintenance, to better understand the results of these two aspects of maintenance effort. Distinguishing services as "Core" vs. "Operational" is NOT a distinction between important and not important. The key question to ask is, "Are we going to report out to Council about this service as a stand alone service, or within a Core Service?" Generally, only Core Service PM's are reported to Council.
- Additionally, in every department, management and administrative services are critical to the delivery of Core Services, but are not one of the reasons for the existence of the department. They support the Core Services that align to the Mission but, to most external customers, are not viewed as a standalone core service in the department. Management and administrative services can be thought of as Strategic Support for all Core Services.

Distinguishing services as "Core" vs. "Operational" is NOT a distinction between important and not important.

Remember! Just because something's not a Core Service doesn't mean it's not important!



Most customers and stakeholders are primarily concerned with the tip of the iceberg. That is the portion of the performance data that will be communicated to the public, Mayor/Council and City management and used for policy direction, resource allocation and overall management decisionmaking.

Direct customers are primarily concerned with the portion of the iceberg near the waterline. They are focused on, and care most about, the results or deliverables of particular service or service area they need or want. They are usually not aware of or interested in the activities which produce the deliverables unless there is a problem with service delivery.

Even though many Operational Services and activities are not reported to customers and stakeholders, they are vital to service delivery alignment as they form the foundation of the alignment model. Without clear linkages of activities to Core Services, the Core Service measurements may be misleading because they do not accurately or completely summarize the results of the activities which produced the service.

Remember, Grasshopper: It is not the tip of the iceberg, though, that makes it powerful. The base of the iceberg, unseen beneath the waves, is where its strength lies. Corrolary: The tip of the iceberg can only be used for navigating the ship if one is aware of what is beneath the surface.

Fine Tuning

- How many core services? You'd better have at least one, but 50 is too many. Generally, the fewer, the better. So far, Streets and Traffic, and Parks, Rec. and Neighborhood Services (two large departments) have defined about 25 core services each.
- To pare down the number of core services, ask the question "why do we provide that service?" If it's ultimately the same reason as another service, you may be able to combine them.
- If core services are too small or measure the activities of just one or two people, we may be measuring someone's personal performance, and that's not the intent of this effort.
- Is the title/description of the service understandable to customers? Our purpose is to communicate to "outsiders" as well as "insiders".
- Can a customer determine if your service is likely to address his/her need or want? Or, is translation necessary?
- If the titles appeared in a telephone or building directory, would a customer know who to call or what door to go through?

